

## INTRODUCTION:

When identifying the potential CI target, those are categorized by their corresponding types. It is imperative to know not only the identity of the target or the team, but also all the possible history information and functions of the target. Experiences have shown us that a follow-up of a specific target, the best methods are traps and intercept tactics.

## GENERAL FACTS:

- A. Determine what Target is going to be neutralized.
- B. Analyze the CI target work sheet (SEE FIGURE #1) to be able to identify:
  - 1. The target that has been assigned to your CI team (columns 2 and 5)
  - 2. The target localization (column 4).
  - 3. The necessary requirements for this coordination (column 6).
- C. Determine the method for neutralization of personalities:
  - 1. Select the method to neutralize personalities:
    - a. Place the identity of the target in the black grey and white lists (REFER TO CHAPTER XXIII).

NOTE: Placing the target identity in the above-mentioned lists do not neutralizes him if the target is "undercover" or "clandestine", but it constitutes the first phase of this type of neutralization and allows the friendly forces to detain the target if they find him in the area of operations.

- b. Carry out the investigation operations and or approach and search and review to segregate, identify and detain the target personalities.

[REFER TO CHAPTER XXIV, DETECTING CI TARGETS, FIGURE #1--CI TARGET WORK SHEET)

- c. Carry out the psychological operations against the personalities:
      - 1) Carry out the propaganda operations to discredit the target.

NOTE: Operations of this type must be prepared in detail and coordinated through the G5 (Civilian Affairs).

2) Carry out operations so as to make the target supervisors loose trust in him.

3) Carry out operations so that the enemy believes that his agent(s) has been uncovered or committed.

d. Carry out Deceit/conceal operations. Neutralization through deception could work WITH the use of false information to confuse the target.

e. Neutralize the personality target through the capture, detention or the exile.

f. Use the population control and other resources:

1) Use controls to locate and capture the target, such as:

a) Search all persons in the target's area.

b) Give identity badges to the population.

c) Impose rationing of resources, such as, provisions, the food, etc., and give the population rationing cards.

NOTE: The targets that are of CI interest will try to avoid all these controls so as to avoid been captured or identified. Persons that do not have the badge in their possession or the rationing card, automatically will become suspicious.

2) Use controls to limit or slow down the movements of the target, such as:

a) Requiring official passes to access specific areas.

LN324-91

b) Implement a curfew which will restrict all movement during specific hours of the day.

c) Use restricted areas to deny the target to have access to certain activities.

2. Select methods to neutralize the teams. The same methods that are used to neutralize the personalities could be used for the teams. An additional method is to infiltrate an agent within the infrastructure a team to spread rumors and false information.

3. Select a method to neutralize the installations:

a. Carry out approach, search and review operations to:

1) Segregate and contain the persons or teams in the particular installation or area.

2) Investigation, identification, and detention of a CI target.

b. Carry out combat operations to:

1) Segregate and contain the installations.

2) Detain the occupants.

3) Destroy the installation.

c. Carry out deception and conceal operations that cause the CI target to change the direction of his intelligence collection and to prevent him to concentrate WITH his main mission.

3) Select methods to neutralize documents:

a. The two basic methods to neutralize documents are:

1) Capture

2) Destruction

b. Any of the two methods could be carried out using the operations of review, investigation and combat mentioned above to effectively neutralize the documents and so prevent the enemy from using them.

#### LN324-91

D. Determine the operational requirements:

1. Determine the personal requirements (How many persons you need for the operation):

a. Determine the number of persons

b. Determine what qualifications and skills will be needed to fulfill the mission (interrogation agents, interpreters, etc.)

c. Determine what special support you need for the mission:

1) Support from the combat troops to close the area where the search and review operations will take place.

2) Military police to give support during the review operations.

3) Determine (if possible) if the installation area is mined or if it has traps (booby traps).

- 4) Determine what other additional support you may need.
2. Determine the team requirements:
  - a. Identify the arms that the teams will need to carry out the review and detention.
  - b. Identify what type of communications you will use.
  - c. Determine if you will need any codes or special key words.
  - d. Identify what transport support you will need.
  - e. Identify how you will transport the targets, or how you will evacuate the area.
3. Determine the time frame:
  - a. Determine how much time you will need to carry out the neutralization.
  - b. Identify the ideal time to carry out the attack against the target.

LN324-91

- c. Determine if vigilance is needed and if there is enough time to carry out the same.
- d. Determine on what date should the mission be completed.
- E. Prepare the operational plan:
  1. Coordinate WITH the appropriate commanders to get the support personnel.
  2. Arrange the procurement of the specialized team.
  3. Procure the official funds for the operation.
  4. Procure the communication equipment.
  5. Coordinate WITH the combat commanders in the area the whereabouts of the target.
    - a. Inform the commander when, where, what and how the operation will take place to avoid conflicts in your responsibility area.
    - b. Make arrangements for any assistance you may need while in that area.

c. Coordinate the support of (short and long arms) in case it would be necessary.

6. Guide the team over the concept of the operation. Make sure that all the members of the team are aware of their responsibilities.

7. Guide the support troops:

a. Explain in detail the role they will play in the operation.

b. Indicate if they need arms or specialized equipment.

c. Emphasize the need to fulfill the time frame requirements.

F. Carry out the operation:

1. Move towards the target.

a. Carry out a final check to make sure that all the participants understand their responsibilities.

234

---

LN 324-91

b. Carry out a final coordination if necessary.

1. Safeguard the target:

a. Make sure that the troops are in their assigned positions.

b. Carry out the review and detention.

2. Dispose of the target:

a. Arrange the transfer of the target personnel and or the documents.

b. Destroy the target installations.

235

---

LN324-91

CHAPTER XXVI

OBSERVATION AND DESCRIPTION

INTRODUCTION:

Our ability to perceive depends upon our innate ability, experience and

the training in regards to our surroundings and the environment. You must keep in mind that the word perceive means to see and understand.

GENERAL FACTS:

a. Definition: OBSERVATION: Is the ability to recognize what is happening around us and the environment. This is attained through the maximum use of the five senses. Carrying out a detailed observation allows a person to remember any object, or situation in a complete, clear and exact manner.

b. Observation requires a mental effort to identify, analyze and relate what is happening in our surroundings and the environment.

c. It is a normal thing that a person perceives or understands only that which interests him or what does not require much effort. Example:

(1) Women, in general, are more interested in colors, since their physical appearance depends on the exact combination of colors, therefore, a woman, may have more knowledge in describing something she saw, although only for a few seconds. She knows the different colors better and could bring an exact description of what she saw.

LN324-91

(2) In contrast, men normally do not know colors well, or do not pay much attention when they observe them. Men normally remember the basic colors. If a man observes an automobile involved in an incident and wishes to describe it he will probably say "it was a blue automobile", but if a woman makes the same description about the same automobile, maybe she will do it in this manner: "it was a light blue automobile, WITH black and white trims". This does not mean that all men and women are the same, but it is something that happens often and could be considered as a pattern in regards to observation.

d. To train in observing WITH exactness the CI Special Agent (SA) must:

(1) Practice continually and in detail to recognize what happens in his surroundings and environment and in that manner try to observe and

understand the personalities, situations, objects and incidents.

(2) Replace the casual observations with the studies and detailed observations.

(3) Train yourself and practice estimating:

- a. The time (hours)
- b. The speed of an object that is moving
- c. The distance

(4) The SA must be familiar WITH colors, the variety of colors, and the intensity of the light.

(5) The SA must have the ability to observe objects and incidents in such manner that it will become potential evidence in an investigation.

e. The SA must keep in mind that his senses could fail, and he should know that not all persons will give a detailed description of what was observed, although they are telling about the same incident. The SA must know that the witnesses are telling the truth, but that each person sees things in their own way.

f. To become an expert observer the SA must learn to pay attention and concentrate in particular details in the face and characteristics of an object or scene.

LN324-91

g. When the SA questions a witness about an incident, his questions could be addressed only about what the person remembers and not make suggestions that could influence the description the witness gives.

h. The power to listen well is also required in training. The SA could train his "ear memory" practicing to listen the conversations intently WITH the purpose of obtaining the greatest amount of information possible. One particular way is to have the ability to listen to sermons in church, school, political meetings, or any speech in a way that after listening to these speeches the SA could later write down in a paper what he listened to.

i. The visual observation training does not require that the SA intently observes all and remember each face or each scene, but, he must concentrate in such details that could be useful in his investigations.

j. Functions of the senses during the observation:

The exactness of an observation will depend upon the senses used to make the observation. You could trust some senses more than others, and the SA must take this into consideration when evaluating their observations. The senses that are used during the observations are:

(1) VISUAL: It is considered as the most precise sense. WITH just observing some characteristics of a person the SA could complete the image WITH known facts.

(2) HEARING: This is the most objective sense. When making and observation based in the sound there is not always precision. Frequently, you do not know the origin of the sound or the distance from where it came. The variety of sounds also are difficult to describe. When listening to a sound, the witness normally tries to associate it WITH some other known sound so as to make a comparison later on.

(3) TACT: In most people, the sense of tact is not well developed and it must be considered as a limited means of perception. Without the help of a visual perception the sense of tact could confuse us, in such way that an observation in the dark using the sense of tact could be very doubtful. Nevertheless, the sense of tact of the blind persons is well developed.

#### LN324-91

(4) SMELL: The sense of smell is not to be trusted much. Many things have the same smell and for that reason an observation based on this sense must not be taken very seriously.

(5) TASTE: The sense of taste is not very trustworthy since this sense is very personal and the objective observation of taste is easily replaced by the person's individual sensation.

k. Psychologists indicate that:

- (1) 85% of what we learn is through the visual sense.
- (2) 13% is learned through the sense of hearing.
- (3) 2% is through the sense of tact, smell and taste.

l. Psychological elements of observation:

The SA must know both elements of observation and the observation's psychological obstacles so as to properly evaluate an observation.

m. The observation process in order of occurrence is:



(1) The SA must have the ability to obtain a complete physical description of a person in a few seconds. This ability could be acquired through:

a) Knowledge of the meaning of words used to describe the characteristics.

b) Practice the description of one or two characteristics, such as the eyes and the nose, of different persons and continue this until all the characteristics have been completely studied.

c) Train to define the descriptions in a precise order.  
Example: from the head to the feet (hair, forehead, ears, eyes, etc.)

LN324-91

n. The SA does not always have time to obtain a complete description of a person, in this case he must concentrate in the following:

(1) Outstanding characteristics, such as moles, scars, lack of an arm, leg or other limbs.

(2) Height

(3) Built

(4) Weight

(5) Age

(6) Race

(7) Sex

(8) Eyes

(9) Hair

(10) Complexion

(11) Nationality or citizenship

(12) Clothes

